

**UPLIFTING ADOLESCENTS PROJECT**

**“REGIONAL NETWORKING FORUM”**

**for**

**NON-GOVERNMENT ORGANIZATIONS (NGOs)**

**Medallion Hall Hotel  
53 Hope Road, Kingston 6**

**October 26, 1999**

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# INTRODUCTION

The third Regional Networking Forum was held on 26th October 1999 at the Medallion Hall Hotel, 53 Hope Road, Kingston 6. Participants were representatives of those non-government organisations (NGOs) in the Kingston area which were participating in the Uplifting Adolescents Project (UAP) as sub-grantees.

*Appendix I* (pg. 18) lists the names of the 21 participants who represented the nine (9) NGOs. As indicated in this Appendix, 15 of the 21 participants were present for the entire day and six (6) attended either in the morning or in the afternoon. Also in attendance for some or all of the sessions were representatives of the Youth Unit, Ministry of Local Government, Youth & Community Development; USAID; and Development Associates Inc.

As for the two previous forums held for sub-grantees in the Western and Central Regions, the Agenda (*See Appendix II*, pg. 20) was designed to achieve the following objectives:

- a) to provide an opportunity for cross-networking among NGOs;
- b) to enable NGOs to share experiences and creative problem-solving methods and materials;
- c) to foster collaboration between NGOs in developing and promoting strategies for programme sustainability and growth.

This Summary Report has been prepared as a permanent record of the Forum's proceedings and the Head of each participating NGOs will receive a copy for review by all staff involved with UAP programme activity.

**Although the recipients of these training reports have been asked to ensure that they are circulated among UAP staff, it does not appear that this is always done.** It has become evident that many workshop participants are unaware that these reports exist, or have never reviewed the information contained in them. Co-operation in this regard is being requested once more, therefore, since knowledge of the contents of these reports will benefit existing and newly recruited project staff.

# SUMMARY OF FORUM PROCEEDINGS

## **Welcome & Introductions**

Participants were officially welcomed by Mr. Frank Valva, UAP Chief of Party. He introduced Ms. Claire Spence and Joan Davis, who were there representing USAID, the UAP funding agency, and thanked them for the great interest they had shown in the implementation of the project. He also advised participants that the forum belonged to them, although he and members of his staff were there to facilitate their discussions and planning for sustainability of their UAP activities after the present funding arrangements ended in July 2000.

During his other introductory remarks, Mr. Valva gave information about the UAP website ([www.jamaica-kidz.com](http://www.jamaica-kidz.com)) which had been established, and where each NGO had been assigned a web page. It would be the NGOs' responsibility to provide information for their web pages, including information updates. He urged them to access the site; give feedback on any ways in which they thought it could be improved; and publicise it to build public awareness of its existence.

In response to a question regarding sustainability of the site, Mr. Valva said that UAP had paid for the site's construction and had entered into a 1-year service provider agreement with Jamaica Online/GoJamaica. Thereafter, it would be up to the NGOs to meet the site costs if they wished its presence to be continued.

Mrs. Sandra Cooper, UAP Training Co-ordinator, then reviewed the Agenda that had been sent to participating NGOs in advance. She pointed out that, to achieve the stated Objectives of the forum, the morning's focus would be on sharing information on 'best practices in project implementation' — success stories and methodologies. In the afternoon, participants would pool energies and ideas on what should happen after July 2000. She also drew attention to the display, which had been mounted at the back and sides of the room, to illustrate what each of the NGOs represented at the forum was doing.

In addition, participants were informed that the forums held in September for the Western and Central Regions had produced the following immediate results:

### **Montego Bay**

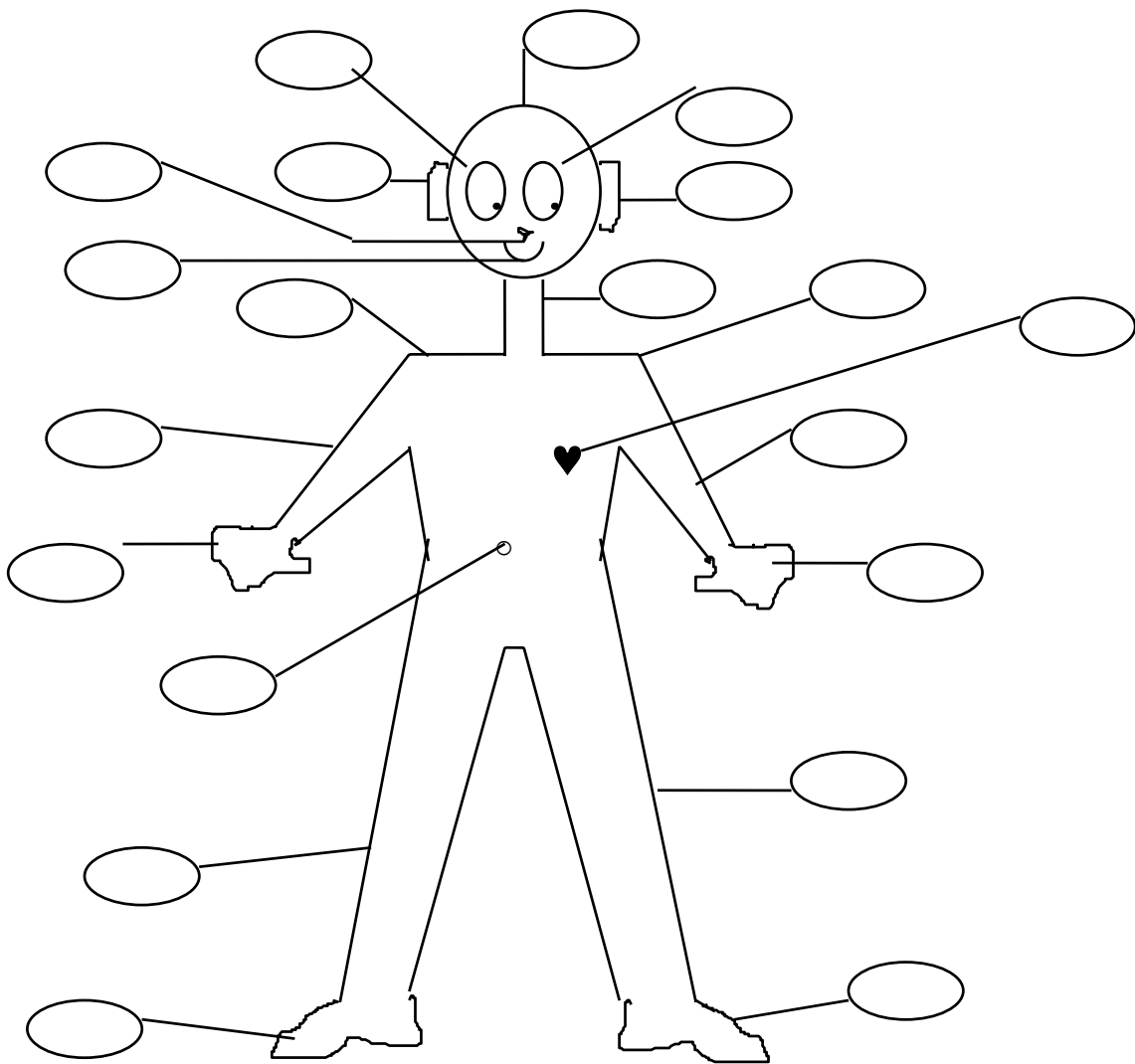
- Collaboration was underway between Sam Sharpe Teachers' College and the Western Society for the Upliftment of Children in developing a Project Proposal to donor agencies for funding, in order to continue UAP activities for Montego Bay street children.

## May Pen

- Work is in progress on the preparation of an Open Letter to USAID, other donor agencies/ charitable foundations, the news media, public and private sector organisations, and the like, to highlight the benefits many at-risk children have received from their UAP participation and to seek additional funds to ensure sustainability of the project activity geared towards meeting the significant, continuing need for such services.

## Opening Activity

Mrs Cooper revealed a sketch of the human body drawn on the flip chart (A likeness is shown below.)



SKETCH

Participants were asked to come forward in turn to tell the group who they were and what they did in their NGOs. Each person would select a body part that would best illustrate the contribution being made to the organisation, write his/her name in the label attached to the chosen limb or body area, and briefly explain the reason for the choice made. Urging them to be creative, Mrs. Cooper gave some ideas on reasons which could be given. For example:

- *I feel like the eyes of my NGO because I have a vision of where it should go.*
- *I feel like the feet of my organisation because I am always 'on the go'.*

Participants<sup>1</sup> gave the following reasons for their body part selections:

I feel like the **brain** of my organisation because my responsibilities are wide-reaching and I have to deal with many stakeholders.

I feel like the **ear** ... because I am always listening --to put things in process.

I feel like the **eyes** ... because I am always visioning--looking outwards. [2 persons]

I feel like the **hands** ... because I help to bring things together/pull things together/do the 'dirty' [accounts] part of the work! [4 persons]

I feel like the **heart** ... because all the blood flows through me.

I feel like the **leg** ... because I give support.

I feel like the **mouth** ... because I give publicity/teach reading/ communicate a lot orally [4 persons].

I feel like the **navel**... because I am the centre of things/give balance [3 persons]

I feel like the **neck** ... because I give support.

I feel like the **nose** ... because I am always sniffing things out.

I feel like the **shoulder** ... because I am making things run smoothly.

I feel like I am the **whole body** ... because I do everything [2 persons].

In commenting on what had taken place, Mrs. Cooper pointed out that the exercise offered a new way of looking at the organisational function one performed. It had also shown that each person played an important, necessary role and that was something which should be recognised and acknowledged.

She then called on a representative from each NGO to come forward to the Head Table to form a panel for presentation and discussion of brief reports on their successful UAP methodologies and outcomes.

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<sup>1</sup>Some non-NGO representatives took part in this exercise.

## Panel Discussion: Best Practices in Project Implementation

Several panel members interpreted the request for reports on “Best Practices in Project Implementation” very broadly to include the history, development and overall portfolio of services provided by their organisations. However, only those report aspects related to UAP activity, or which could enhance UAP programme delivery, are highlighted hereunder:

### **YOUTH OPPORTUNITIES UNLIMITED (Y.O.U.)**

**Presenter:** *Mrs. Betty Anne Blaine, Executive Director*

Mrs. Blaine mentioned that Y.O.U. was keen on collaborating with other sub-grantees, and a relationship had already been established with the Kingston YMCA. As far as collaboration was concerned, Y.O.U. would be willing, for instance, to share their youth mentoring expertise by training other organisations to set up their own programmes. They had almost completed the development of a comprehensive training kit, which would be available for purchase — or perhaps some arrangement could be worked out for trading services.

Y.O.U. also had available for inspection a kit obtained from abroad, “Games That Trainers Play”, which would provide numerous ideas for games with an educational purpose.

Other ideas shared that could be usefully adopted by other NGOs were:

- “Shadow Week” — participating employers are asked to assign a staff member to be “shadowed” by a student. The employee acts as a guide to the protocol and ethics of the workplace, showing him/her how to use modern office technology, explaining the mission and objectives of the organisation, and assigning the student a simple project where feasible.
- “Summer Enrichment Programme” — in-school adolescents enjoy a programme of information and activities to which they would not be exposed in their regular school programme.
- Structured orientation and recognition of volunteers (mentors in their case), e.g., an Appreciation Day.
- A Parenting Education Programme, incorporated in PTA meetings, which encouraged dialogue and sharing of information. The provision of refreshment boosted attendance. Parents have asked that their adolescents be also invited to participate.
- An ongoing income-generation Greeting Cards Project, which was in its 3rd year and had netted \$450,000 in 1998.
- Production of a newsletter, “Talking with Y.O.U.”, to keep donors and key community interests regularly informed about the organisation.

- Networking with other NGOs through membership in PACT (People's Action for Community Transformation). PACT's Secretariat offered many support services and material.

In the discussion that followed, Mr. Rowe suggested that NGOs could make greater use of the "Positive Stories" and "Volunteer Page" sections of the daily newspapers to communicate what they were doing to the wider Jamaica.

#### **YWCA**

**Presenter:** *Mrs. Mildred Dean, General Secretary*

Mrs. Dean said that the YWCA had found that the use of drama in their UAP programme has had a beneficial, cathartic effect and facilitated behaviour modification. They had also recognised the need for a mentoring programme for these youngsters, and would be contacting Mrs. Blaine for further advice and help.

Since September, there has been a 'flood' of unsolicited applications for enrolment and they had endeavoured to accommodate all applicants in their UAP programme. More volunteer teachers were urgently needed, and Mrs. Dean issued a plea to "come over to Macedonia and help us".

A flower shop had been established as an income-generation project, and additional ideas were being discussed.

#### **JAMAICA ASSOCIATION FOR THE DEAF (J.A.D)**

**Presenter:** *Mrs. Shirley Reid, Staff Development Officer*

Mrs. Reid screened a video which depicted how music, dance and drama were incorporated into J.A.D.'s training programme for the hearing impaired. Students were very enthusiastic about participation, and improvements in self-esteem and overall development were evident. The video also listed some of the organisation's material needs, and several donations had already been received as a result.

The J.A.D. Youth Theatre Workshop would be giving a series of fund-raising performances at the Dennis Scott Theatre of the Edna Manley College for the Visual & Performing Arts, December 2-5, 1999. Mrs. Reid asked her co-participants to publicise and support that effort.

Participants also heard that:

- J.A.D. students entertained delegates at a recent conference of the National (U.S.) Black Deaf Advocates Association. That had been a wonderful opportunity for the children to meet hearing-impaired professionals.
- A counselling programme had been instituted, and hearing impaired adult volunteers had been trained to serve as counsellors.



#### **MEL NATHAN INSTITUTE FOR SOCIAL RESEARCH**

Presenter: *Ms. Michelle Bennett, Managing Director, Community Consultative Services*

Ms. Bennett reported that the Institute's experience had been that the availability of pre-vocational skills training was an effective recruitment and retention strategy, and exposure to different learning experiences (art, music, drama, sports, visits outside their area to, for example, the National Art Gallery) had widened students' horizons.

Programmes at their centres in certain areas were sometimes disrupted because of violence, and they had responded by taking the activities to the children (e.g., Remedial Education at Kingston Senior School) or locating classes at other sites (e.g., Pringle Home). Use was made of JAMAL and GSAT training material, but they had created other teaching aids (e.g., a balloon and straw model to show how the lungs work) and a curriculum for teaching Personal & Family Development.

#### **YMCA**

Presenter: *Mr. Anthony Brodber, Manager, Amy Bailey Centre*

Mr. Brodber began by thanking UAP for enabling the YMCA to expand its youth work at a faster pace than would have been otherwise possible. Under the auspices of their UAP programme activity, they had been able to help over 400 youngsters in the target age group. Maximum use was made of JAMAL material in remedial education classes.

UAP-delivered training had also been helpful in boosting morale and bringing about some positive changes in teachers' attitudes and beliefs.

On that very afternoon, the YMCA was launching an Endowment Fund, as one strategy for ensuring the financial sustainability of their programme activities, including those begun under the UAP.

#### **ST. PATRICK'S FOUNDATION**

Presenter: *Ms. Claire Smith, Teacher*

Ms. Smith outlined the type of UAP activities carried out at the Foundation's 5 centres, and reported that several UAP graduates had been placed in various kinds of secondary schools..

A micro-diagnostic test was used to assess individual ability on entry and individualised programmes of work were planned on the basis of the results. Very slow learners were referred to the Mico CARE Centre. When they could not be accommodated there, the Centre provided individualised programmes of work which the UAP teachers followed.

She made reference to use of a progression method of teaching reading: letter recognition → sounding → writing own name → joining name to other words to form sentences, and so on.

Basic computer training, and practice with remedial education software, was available for those students with the prerequisite competencies to benefit from such exposure.

The PALS organisation had also been invited to come in and make a presentation on settling disputes without resort to violence.

#### **ASHÉ**

**Presenter: *Mr Richard Rowe, Accountant***

Ashé's basic focus was on the performing arts. Thus, the training offered to students in the UAP programme was heavily influenced by that emphasis. In addition to the training offered in music, dance and drama, instruction incorporated these cultural expression to convey information in the target subject areas in such a way that learning was facilitated. This methodology was especially effective in relation to Reproductive Health education.

A *Sexual and Reproductive Health* teachers' manual had also been produced, and it was launched at their SEXPO event in June 1999. Other educational items (CDs, cassette tapes and music videos) had been created. Interested NGOs should contact the Ashé Head Office for price information and order placement.

There was collaboration with the Nannyville Youth Organisation in implementing remedial education classes and counselling for children in that community. They had also arranged with some teachers to come in the afternoons to help children at Home Work Sessions.

An offer was made to stage shows for other NGOs, on mutually beneficial and feasible terms, for community outreach and/or fund-raising purposes. It was suggested that such terms might include *quid pro quo* arrangements whereby services between NGOs could be exchanged.

#### **KINGSTON RESTORATION COMPANY (K.R.C.)**

**Presenter: *Ms. Sheron Lawson, Project Manager***

Participants heard that K.R.C. offered similar programmes to increase literacy, numeracy, personal development and cultural awareness among the UAP target population. However, some special and successful features of their activity were as follows:

- Partnerships had been established with the business community, through their Board members, which provided access to extra financial support for students, and volunteer mentors.
- Reading Specialists were working with 6 students in high schools who cannot read and/or comprehend written material.
- A Behaviour Modification Programme which utilised a full-time counsellor and counsellors from Family Life Ministries.
- A Performance Incentive Programme to boost attendance and academic performance.

An important point arising out of the ensuing discussion was that students who did well academically, but who had to continue living in depressed communities, were still ‘at risk’ and at odds with their environment. They had difficulty finding legitimate paid employment, or meaningful self-employment, and were often ostracised in their communities for being ‘different’.

In response to an inquiry by Mr. Valva, the K.R.C., J.A.D. and Y.O.U. representatives said their NGOs had established links with the ***Coalition for Better Parenting***. He suggested that there would be advantages for other NGOs, if they got some more information on that group and made contact with it.

There was further discussion on the question, “After training, what?” and Mrs. Cooper suggested that there was a need to look also at the creation of more employment opportunities, since training could not be an end in itself. Mr. Dowding pointed out that lack of employment opportunities was a global problem, and pursuing local solutions necessitated research collaboration and funding to develop, for example, micro-enterprises. He emphasised that the key to writing successful funding requests was to find out what projects donor agencies were interested in funding, and then to decide how the proposed activity fitted into those agendas.

In endorsing Mr. Dowding’s advice, Mr. Valva stressed the importance of having supporting data to prove the extent of the problem to be addressed, the feasibility of undertaking the proposed activity, and the likelihood and socio-economic value of achieving the desired outcomes. He said many good ideas were generated, but often there were insufficient facts and figures to give an objective basis for deciding on financial assistance. In this regard, participants were reminded of the importance of:

- keeping their Performance Tracking System data up-to-date, so that they could easily provide some relevant statistical information; and
- submitting success stories, for input to their UAP web pages.

## **Group Activities**

After lunch, Mrs. Cooper asked participants to take all their personal possessions with them and form 3 groups with mixed NGO membership. Each group was directed to take up a position in a different area of the meeting room.

Next, each group was given a sheet of paper on which the letters of the alphabet were listed in ascending order, A to Z. Action instructions were to find, from among group members’ possessions and within a 5-minute period, one item beginning with each letter on the list. When an item was found, it was to be placed on the table and its name written on the list. The group with the most items at the end of the allotted time would be the winner.

After “time up” was called, the winning team had found 26 items. This score was achieved by use of a very ingenious strategy — drawing some items, e.g. a zebra for **z**, on sheets of paper!

Participants were asked to state some things that came out strongly in carrying out this exercise. Responses included the following:

- Team effort
- Willingness to share
- Resourcefulness/responsiveness
- Artistic talent
- Never give up
- Had to use creativity and imagination
- Competitiveness
- Fun
- Had to think and act quickly
- Flexibility
- Energy level stimulated.
- Diversity of resources being toted around by some individuals!

Through a question on the relative value of a pen and the \$500 bill contributed as items for completing one team’s effort, participants were led to see that, despite their different commercial value, both items had been of equal worth in achieving the defined objective. This was used to reinforce the point made earlier [See pg. 4 ] that each member’s contribution to the team effort was useful and valuable.

The next question posed by Mrs. Cooper was how the ideas and feelings aroused by the exercise could be transferred to the work in which participants were engaged. The answers given were:

- Give clear instructions for what is to be done
- Encourage team work-- involve everybody
- By encouraging team work, results can exceed original expectations
- If in doubt that something will work/be accepted, try!
- Take risks sometimes after assessing all possible outcomes...the worst doesn’t always happen

- Problem solve on your feet-- one doesn't always have to go from 'A' to 'B'
- Start with youngsters at the stage that they are, and move forward.

In wrapping up the activity, Mrs. Cooper urged participants to take back the same energy into their real world situations. While sharing and being open involved some amount of vulnerability, 'letting go' in faith could also allow the best to happen.

The next activity concerned 'visioning', which Mrs. Cooper explained was an important step towards defining and realising one's hopes. It involved creating a mental picture of what was desired so that it could act as a magnet to attract the energies required for the accomplishment of that desire.

Participants were told to close their eyes and relax. While their eyes were closed and as they listened to the song, "A Whole New World" (*R. Belle & P. Bryson*), Mrs. Cooper guided them "on a magic carpet ride" where they could look down on "a whole new world" of opportunity and change. As they soared above it, they could imagine this new world anyway they wanted it to be. As they flew around, each of them should think about the centres at which they worked and create images in their mind of what they would like to see and experience.

After a few minutes, they were told to breathe in and out slowly as they came back down to earth, open their eyes and, without sharing their thoughts, write down what they had 'seen' on their magic rides.

When everybody had finished writing, two persons from each group were asked to share their 'visions'. Their disclosures are summarised as follows:

- a cheque for \$4.5M; a caretaker's cottage, building reconstruction, well-laid out sports fields
- children laughing and playing happily in Hannah Town; every type of toy and facility in the attractive playground
- youngsters in well-equipped classrooms engaged in creative activities; a sturdy building housing the administrative offices and an Income-Generation Centre
- idyllic environment with improved infrastructure (including well-laid out roads and proper drainage)
- children well fed, clothed and properly housed.

Mrs. Cooper advised participants not to under-estimate the power of imagination, because one had the power to achieve anything the mind could conceive.

## The Way Forward: July 2000 and Beyond

Participants were asked to continue working in their groups to complete a questionnaire entitled “The Way Forward — Strategies for Sustainability” (See *Appendix III*, pgs. 21 - 22). They were given 10 minutes in which to discuss and complete the form, one form per group. Thereafter, a representative from each group would present a report.

At the end of the 10-minute period, the following group reports were made:

	GROUP 1	GROUP 2	GROUP 3
<i>Rapporteurs:</i>	Mrs. D. Jennings (Youth Unit)	Mr. A. Bellinfante (Mel Nathan)	Mrs. B. Blaine (Y.O.U.)
1. What are 2 unique factors that make your program a success?	<ul style="list-style-type: none"> <li>• Strong Board with clear vision</li> <li>• Holistic approach</li> </ul>	<ul style="list-style-type: none"> <li>• Inspiration, enthusiasm of the children</li> <li>• End results</li> </ul>	<ul style="list-style-type: none"> <li>• Creative, innovative programmes</li> <li>• Focus on H.R. development</li> <li>• Meeting community needs and encouraging participation</li> <li>• Energy, hopefulness of the young people.</li> </ul>
2. What do you see as your organisation's greatest resources/capabilities?	<ul style="list-style-type: none"> <li>• Committed staff —know the goals</li> <li>• Good track record</li> <li>• Flexibility/adaptability</li> </ul>	<ul style="list-style-type: none"> <li>• Mission, commitment</li> <li>• Human resources factor</li> </ul>	<ul style="list-style-type: none"> <li>• Caring &amp; committed staff</li> <li>• Visionaries in the organisation</li> <li>• Volunteers.</li> </ul>
3. What do you see as your organisation's greatest needs?	<ul style="list-style-type: none"> <li>• Money</li> <li>• More volunteers</li> <li>• Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Keeping the vision alive</li> <li>• Retention of competent human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Human Resources.</li> </ul>
4. Which UAP activities would you like to see continue after July 2000?	All	<ul style="list-style-type: none"> <li>• Remedial education</li> <li>• Skills training</li> <li>• Parenting programme</li> </ul>	Skills training Literacy & Remedial Education Training Workshops.

	<b>GROUP 1 cont'd.</b>	<b>GROUP 2 cont'd.</b>	<b>GROUP 3 cont'd.</b>
5. To what extent would you like to see these activities continue?	Greater	Greater	Greater
6. What strategies can you implement to facilitate the continuity of these activities after July 2000?	<ul style="list-style-type: none"> <li>• Fund-raising events</li> <li>• Funding Proposal</li> <li>• Collaboration with Ministry of Education (Special Ed.)</li> <li>• Form an NGO/UAP alliance</li> <li>• Establish income-generating centres</li> </ul>	<ul style="list-style-type: none"> <li>• Telethon</li> <li>• Effective community relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Other sources of funding</li> <li>• Creative collaboration/networking</li> </ul>
7. What potential funding sources have you considered/can be considered?	<ul style="list-style-type: none"> <li>• Establish Endowment Funds and other fund raising</li> <li>• Production Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Endowment</li> <li>• Debt Conversion</li> </ul>	<ul style="list-style-type: none"> <li>• Special Events</li> <li>• Income-generating activity</li> </ul>
8. Who will be responsible for driving this future effort?	<ul style="list-style-type: none"> <li>• Board, CEO, Finance &amp; Development Cttee</li> <li>• Snr. Managers</li> </ul>	Management Sub-Committee	<ul style="list-style-type: none"> <li>• All staff</li> <li>• Volunteers</li> <li>• Community</li> </ul>
9. Who or what will give/provide support?	<ul style="list-style-type: none"> <li>• Local &amp; international groups</li> <li>• Government</li> <li>• The Centre [?]</li> </ul>	NGO consortium	<ul style="list-style-type: none"> <li>• Community</li> <li>• Other NGOs/combined collaboration</li> </ul>
10. What will be your timing?	3 years from now - Plan.	Now to July 2000	3-Year Development Plan

Following the completion of that exercise, Mrs. Cooper asked participants what would be their next step after the meeting. One person said “take time out to meet and plan”. Another person asked what would be Development Associates’ future role.

Mr. Valva pointed out to participants that any alliance formation would have to result from their own initiative, but Development Associates would facilitate meeting arrangements during the rest of the time the company was in Jamaica managing the UAP. He also informed

them he believed USAID had recently put together a 5-year Strategic Plan which had “The Inner City and Poverty” as one focus. If there was an intention to approach USAID for funding to continue UAP programmes past July 2000, it would be prudent to begin discussing how their project proposal(s) could be presented as a match with that aspect of the agency’s strategic objectives.

Mrs. Cooper reiterated the decisions made by participants at the other regional forums and said Development Associates’ role, as far as those actions were concerned, was only to give support in terms of Project Proposal writing format.

Mrs. Blaine forcefully expressed the opinion that NGOs should strive to become financially self-reliant and focus on developing their own income-generating projects. To do otherwise, was to regularly put their survival and programme content at the mercy of various external bodies. She said NGOs needed to talk more with each other without hang-ups and co-operate more closely to support each other’s efforts to make the words “collaboration” and “income-generation” into something tangible. It would also be beneficial for all NGOs to support PACT and work under that umbrella.

Mr. Valva had to intervene in the discussion again to clarify the role of Development Associates, as some misunderstanding on that aspect still appeared to exist. He made it clear that while NGOs could submit unsolicited funding proposals for community projects, Development Associates Inc. was a USAID institutional contractor serving as a conduit for the disbursement of funds to the NGOs and arranging for the provision of other services to facilitate effective UAP implementation. They should also be aware that a final evaluation of the Project’s implementation was a pre-requisite for USAID consideration of any request for further funding of the related activities.

Pointing out that the process of seeking and getting major funding took a lot of research and other work, **his advice was that NGOs quickly re-visit the report on the May 1999 Fund-Raising Workshop and re-examine the many ideas it contained for meaningful fund-raising activity.**

A suggestion made by Anthony Brodber, for a stakeholders’ meeting within the following two weeks to discuss sustainability initiatives, was accepted subject to approval being received from the various NGO Boards of Directors for such collaboration to take place. The idea of joining PACT was again put forward, as it was felt that a less formal alliance might not have the necessary research capacity. Nevertheless, the following date and place were agreed for an initial stakeholders’ meeting:

Tuesday, 16th November 1999  
Mel Nathan Institute’s Springburn House, 1 Springburn Avenue  
(behind Meadowbrook High School).



## Evaluation

Evaluation forms (See *Appendix IV*, pgs. 23-24) were completed by 14 of the 15 NGO participants (93.3%) who had been in attendance for all forum sessions. A detailed report of the analysis of their responses is attached as *Appendix V* (pgs. 25-31).

The Evaluation Report indicates that most respondents (92.9%) gave a positive evaluation to the workshop and considered the content and structure to have been effective. In addition, all respondents either agreed or strongly agreed that they had discovered much in common with other UAP NGOs (Statement #3). That view was validated by their disagreement or strong disagreement that they had discovered little in common with other UAP NGOs (Statement #4). Not surprisingly, therefore, the positive features most frequently identified were the interaction and dialogue opportunities provided by the group activities and the presentations by individual NGOs. However, three (3) persons did not list any positive features.

The overall rating of the Workshop content at 4.10, out of a possible 5 points, was lower than the 4.53 (Western Region) and 4.33 (Central Region) overall ratings given by participants at similar forums. On this occasion, 4 of the 6 evaluation statements (Nos. 1, 2, 5 & 6) elicited minority dissenting opinions or “No Opinion” responses, and these responses had the effect of lowering the overall rating.

Since all three events had the same Objectives and Agenda (except that on the first two occasions there were Operations Research report presentations, which were not essential to achievement of the stated objectives), the explanation for the different evaluation results appears to lie in variations in the characteristics of each group.

In spite of the fact that the Objectives and Agenda were sent out for information prior to the forum date and reviewed at the start of the proceedings, some participants’ apparently had other private expectations which might have coloured their perceptions and assessment of what occurred.

For example, one of the two respondents who disagreed with Statement #1 (“The objectives of the workshop were met”) wrote that there was “lack of opportunity to view, question, deeply evaluate the methods, materials and problem solving strategies”. In fact, there was opportunity to view other participants’ materials and to question them about their oral presentations, but the wording of the Objective “to enable NGOs to *share* experiences and creative problem solving methods and materials” did not indicate that there would be opportunity for in-depth evaluation. This person also signified disagreement with Statement #5 (“I feel that I am now in a better position to plan for...continuity and sustainability...”), but agreed with the Statements concerning content and structure effectiveness (#2) and overall positive evaluation of the workshop.

The other person who disagreed with Statement #1 did not list any negative features of the workshop and, except for Statement #4 (“...I discovered that I have little in common with other UAP NGOs”) to which a negative response was expected, agreed or strongly agreed with all the other statements under *Workshop Content*.

Another respondent chose the “No Opinion” option for Statements #2, #5 and #6 indicated elsewhere on the evaluation form, that there was “not enough depth in content”. Again, that comment points to an expectation which was at variance with the stated Objectives. This individual suggested a Workshop on strategic planning and how to write effective proposals as a follow-up activity. Perhaps that was the in-depth content he/she had hoped to have gained from the forum, although there had been no intimation in the forum documents that those subjects would be addressed. It is also likely that this individual was new to the NGO and had not been exposed to any of the information provided at the UAP Proposal Preparation Workshops in 1996 and 1997.

Close examination of the evaluation forms submitted by the other three (3) participants who had “No Opinion” on Statement #5 gave no clues as to the reasons for their uncertainty. Two of the three gave a “No” answer to the question about negative features, although the third person wrote that “some presentations were too long”.

Eight (8) persons found no negative features to record. Comments concerning lack of opportunity to view/question/deeply evaluate, content depth and the length of some presentations have been already mentioned. The three other negatives identified were the need for:

- i) better time management in the morning
- ii) an activity involving networking
- iii) all NGOs to have been present.

Presumably, Item i) relates to the length of some presentations, although another respondent stated in the “Overall Comments” section of his/her form that “Sandra must be commended for being a firm time manager and leading the process smoothly”. The person making the comment referenced at Item iii) was perhaps not in favour of the regional networking concept despite the advantages it offers in terms of ease of contact and meeting cost containment, or was unaware of the reason why some NGOs were not represented.

In addition to the recommendation for a Strategic Planning/Proposal Writing Workshop as a follow-up activity, other respondents suggested more networking/meetings to plan and implement strategies for sustainability. There was also a suggestion that UAP NGOs prepare a Directory of the services they offer, so that collaboration could be facilitated and activity co-ordinated. It should be noted that the Directory idea first surfaced at an earlier workshop, but it was never acted upon by the participating organisations. If adequate data is provided for input to their web pages, and NGOs access the UAP website when reference to this type of information is required, then the perceived need for a separate Directory may disappear.

At least one respondent found that “...the workshop was well-timed as it allows us to start planning immediately for the future. The programmes should not be allowed to disappear. We should form an alliance of all the NGOs that have benefited [from the UAP].”.

## **Summary and Closure**

Mrs. Cooper thanked everyone for their participation and emphasised the need for prompt, concrete and sustained follow-up action to ensure that the special programmes begun under the UAP would be sustained after July 2000. She wished all a safe journey home, and then declared the forum closed.

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# UAP REGIONAL NETWORKING FORUM (KINGSTON) — OCTOBER 26, 1999

## LIST OF PARTICIPANTS

					ATTENDANCE
NGO	PARTICIPANTS		ADDRESS	PHONE/FAX	26/10/99
Ashé Performing Arts Ensemble & Academy	1.	Mr. Richard Rowe	143 Mountain View Ave Kingston 3	Phone: 928-4064	✓
	2.	*Mr. Collin Kerr		Fax: “	✓
Hope for Children Development Company	3.	**Mr. Jody Brooks	74 Spanish Town Road Kingston 13	Phone: 923-3594 Fax:	✓
Jamaica Association for the Deaf	4.	Mrs. Shirley Reid	9 Marescaux Road Kingston 5	Phone: 926-7709	✓
	5.	Ms. Adrine Hyatt		Fax:	✓
	6.	*Ms. Michelle Patterson			✓
Kingstron Restoration Company	7.	Ms. Sheron Lawson	3 Duke Street Kingston	Phone: 922-3126 Fax:	✓
Mel Nathan Institute for Social Research	8.	Mr. Adlin Bellinfante	51 Mannings Hill Road (8)  Hannah Town	Phone: 931-4992	✓
	9.	Ms. Jane Dodman			✓
	10.	Ms. Michelle Bennett			✓
	11.	Ms. Maureen Burke		Phone: 922-0676	✓
St. Patrick's Foundation	12.	**Mrs. R. Morrison Spence	193 Bay Farm Road Kingston 11	Phone: 757-4935	✓
	13.	Ms. Claire Smith			✓
	14.	Ms. Delsie Effs			✓
YMCA	15.	Mrs. Sarah Newland Martin	21 Hope Rd, Kingston 10	Phone: 926-8081	✓
	16.	Mr. Anthony Brodber			✓
Youth Opportunities Unlimited	17.	Mrs. Betty Ann Blaine	2b Camp Road Kingston 5	Phone: 968-0979	✓
	18.	Ms. Sheila Nicholson		Fax: “	✓
	19.	*Ms. Sandy McIntosh			✓
YWCA National	20.	Mrs. Mildred Dean	2h Camp Road (5)	Phone: 928-3023	✓
	21.	**Ms. Carmen Berry			✓
Youth Unit, Ministry of Local Government, Youth & Community Development	22.	Ms. Gloria Nelson	85 Hagley Park Road Kingston 5	Phone: 754-1039	✓
	23.	Mrs. Dionne Jennings			✓
	24.	*Ms. Patrice Ford			✓
UAP  (Youth Unit)	25.	Mr. Francis Valva	1 Holborn Road, Kgn. 10  85 Hagley Park Road	Phone: 929-3574	✓
	26.	Mr. Sam Dowding		Fax: 926-1813	✓
	27.	Mrs. Sandra Cooper (Workshop Facilitator)			✓
	28.	**Mrs. S. Lewis Garraway			✓

\* Attended morning sessions only.

\*\* Attended afternoon sessions only.

					ATTENDANCE
NGO	PARTICIPANTS		ADDRESS	PHONE/FAX	26/10/99
USAID	29.	*Ms. Claire Spence	2 Haining Road Kingston 5	Phone: 929-3751	✓
	30.	*Ms. Joan Davis			✓
WORKSHOP RAPPORTEUR (Contract Services)	31.	Mrs. B.P. Butler	Box 364 Kingston 19	Phone: 944-2057	✓

\* Attended morning sessions only.

\*\* Attended afternoon sessions only.

**UAP** REGIONAL NETWORKING FORUM (KINGSTON)  
Medallion Hall Hotel, Kingston — October 26, 1999

**AGENDA**

8.30 a.m.	REGISTRATION
9.00 a.m.	Welcome & Introductions
9.15 - 9.30	Opening Activity
9.30 - 10.30	Panel Discussion: Best Practices in Project Implementation
10.30 - 10.45	<b>C O F F E E   B R E A K</b>
10.45 - 11.45	Panel Discussion, cont'd.
11.45 - 12.30	Discussion
12.30 - 1.30 p.m.	<b>L U N C H</b>
1.30 - 2.00	Group Activity
2.00 - 3.30	<b><i>The Way Forward: July 2000 and Beyond</i></b> <ul style="list-style-type: none"><li>• The Sustainability of UAP Activities</li><li>• Successful and Potential Strategies</li></ul>
3.30 - 4.00	Evaluation, Summary and Closure.

*UPLIFTING ADOLESCENTS PROJECT*

**REGIONAL NETWORKING FORUM (KINGSTON)**

**October 26, 1999**

**PARTICIPANTS' COURSE EVALUATION**

**Evaluation Completion Rate**

Completed course evaluation forms were handed in by 14 of the 15 NGO representatives who attended all sessions of the Networking Forum for UAP sub-grantees in the Kingston area. This resulted in a completion rate of 93.3%.

**General Evaluation Results**

Thirteen (13) of the 14 respondents (92.9%) completing the evaluation form either strongly agreed or agreed with the statement: "My overall evaluation of the workshop is positive"; however, one person had "No Opinion". Although three persons did not list any positive features, the positives mentioned most often by the others were the group activity processes which enabled interaction and each person's involvement, and the opportunity afforded for finding out what others were doing.

When the "strongly agree" and "agree" scores are added together, most respondents (85.7%) considered that the stated objectives were met, although two persons (14.3%) disagreed.

A majority (64.3%) either strongly agreed or agreed that they felt better able to plan for the sustainability of the programme after July 2000, but there were dissenting opinions — four (28.6%) had no opinion and another person (7.1%) strongly disagreed with the statement.

No negative features were listed by eight (57.1%) persons. The negatives mentioned were related to the excessive length of some presentations which caused time overruns (2), lack of depth in the content (1), lack of opportunity for in-depth evaluation of shared strategies (1) opinions that there should have been "an activity involving networking" (1) and that all NGOs should have been present (1).

Suggestions for follow-up activities included a future Strategic Planning/Proposal Writing Workshop; more networking/meetings to plan and implement strategies for sustainability; and production of a UAP NGO Directory of Services.

**Evaluation Details**

Participants' evaluations have been tabulated in the 2 Tally Sheets forming part of this Report, but some of the details will be highlighted below.



### ***Section A: Workshop Content***

The evaluation form asked participants to give their views on 6 statements on different aspects of the workshop's content. Five of these statements (#1, 2, 3, 5 and 6) were positive declarations, while the sixth (Statement # 4: "...I discovered that I have little in common with other UAP NGOs.") allowed for expression of a contrary opinion to the one presented in Statement #3 ("...I discovered that I have much in common...").

The overall rating of the Workshop content was calculated on the basis of participants' responses to the 5 positive statements presented for their assessment, because ratings given to Statement #4 would have distorted the overall results. Statement #4 was probably included for verification of the views stated in response to Statement #3.

On this occasion, the overall rating result for Workshop Content, at 4.10 out of a possible 5 points, was lower than the 4.53 (Western Region) and 4.33 (Central Region) overall ratings given by participants at similar forums. On this occasion, 4 of the 6 evaluation statements (Nos. 1, 2, 5 & 6) elicited minority dissenting opinions or "No Opinion" responses, and these responses had the effect of lowering the overall rating.

Since all three events had the same Objectives and Agenda (except that on the first two occasions there were Operations Research report presentations, which were not essential to achievement of the stated objectives), the explanation for the different evaluation results appears to lie in variations in the characteristics of each group.

Most respondents (92.9%) gave an overall positive evaluation to the workshop and considered the content and structure to have been effective. In addition, all respondents either agreed or strongly agreed that they had discovered much in common with other UAP NGOs (Statement #3). This view was validated by their disagreement or strong disagreement that they had discovered little in common with other UAP NGOs (Statement #4).

In spite of the fact that the Objectives and Agenda were sent out for information prior to the forum date and reviewed at the start of the proceedings, some participants apparently had other private expectations which might have coloured their perceptions and assessment of what occurred.

For example, one of the two respondents who disagreed with Statement #1 ("The objectives of the workshop were met") wrote that there was "lack of opportunity to view, question, deeply evaluate the methods, materials and problem solving strategies". In fact, there was opportunity to view other participants' materials and to question them about their oral presentations, but the wording of the Objective "to enable NGOs to *share* experiences and creative problem solving methods and materials" did not indicate that there would be opportunity for in-depth evaluation. This person also signified disagreement with Statement #5 ("I feel that I am now in a better position to plan for...continuity and sustainability..."), but agreed with the Statements concerning content and structure effectiveness (#2) and overall positive evaluation of the workshop (#6).

The other person who disagreed with Statement #1 did not list any negative features of the workshop and, except for Statement #4 (“...I discovered that I have little in common with other UAP NGOs”) to which a negative response was expected, agreed or strongly agreed with all the other statements under *Workshop Content*.

Another respondent chose the “No Opinion” option for Statements #2, #5 and #6 indicated elsewhere on the evaluation form, that there was “not enough depth in content”. Again, that comment points to an expectation which was at variance with the stated Objectives. This individual suggested a Workshop on strategic planning and how to write effective proposals as a follow-up activity. Perhaps that was the in-depth content he/she had hoped to have gained from the forum, although there had been no intimation in the forum documents that those subjects would be addressed. It is also likely that this individual was new to the NGO and had not been exposed to any of the information provided at the UAP Proposal Preparation Workshops in 1996 and 1997.

Close examination of the evaluation forms submitted by the other three (3) participants who had “No Opinion” on Statement #5 gave no clues as to the reasons for their uncertainty. Two of the three gave a “No” answer to the question about negative features, but the third person wrote that “some presentations were too long”.

### ***Section B: Participants Comments***

Three (3) respondents were evidently unable to recall any positive aspects of the workshop that stood out in their minds most. The positive features most frequently identified by the other eleven persons were the interaction and dialogue opportunities provided by the group activities and the presentations by individual NGOs.

Eight (8) persons found no negative features to record. Comments concerning lack of opportunity to view/question/deeply evaluate, content depth and the length of some presentations have been already mentioned. Three other negatives identified were the need for:

- i) better time management in the morning
- ii) an activity involving networking
- iii) all NGOs to have been present.

Presumably, Item i) relates to the length of some presentations, although another respondent stated in the “Overall Comments” section of his/her form that “Sandra must be commended for being a firm time manager and leading the process smoothly”. The person making the comment referenced at Item iii) was perhaps not in favour of the regional networking concept despite the advantages it offers in terms of ease of contact and meeting cost containment, or was unaware of the reason why some NGOs were not represented.

In addition to the recommendation for a Strategic Planning/Proposal Writing Workshop mentioned earlier, suggestions for follow-up activity included more networking/meetings to

plan and implement strategies for sustainability and a Directory of the services offered by the UAP NGOs. It should be noted that the Directory idea first surfaced at an earlier workshop on Reproductive Health, when some time was spent on showing how the contents could be organised. It seems, however, that this idea was never acted upon by the participating organisations. If adequate data is provided for input to their web pages, and NGOs access the UAP site when reference to this type of information is required, then the perceived need for a separate Directory may disappear.

It should be encouraging to the forum organisers to note that at least one participant believed that " ... the workshop was well-timed as it allows us to start planning immediately for the future. The programmes should not be allowed to disappear. We should form an alliance of all the NGOs that have benefited".

**B.P. Butler**  
**2/11/99**

UPDATING ADOLESCENT PROJECT

WORKSHOP EVALUATION

SUBJECT: REGIONAL NETWORKING FORUM (KINGSTON)

DATE: October 26, 1999

## **PARTICIPANTS EVALUATION TALLY SHEET**

### **SECTION A: Views on Workshop Content**

<b>Evaluation Factors &amp; Weights</b>	<b>Strongly Agree 5</b>	<b>Agree 4</b>	<b>No Opinion 3</b>	<b>Disagree 2</b>	<b>Strongly Disagree 1</b>	<b>AVERAGE SCORES</b>	<b>TOTAL SCORE</b>
1. The objectives of the workshop were met.	2	10		2		3.86	54
2. The workshop content and structure were effective.	2	11	1			4.07	57
3. During this workshop I discovered that I have <b>much in common</b> with other UAP NGOs.	9	5				4.64	65
5. I feel that I am now in a better position to plan for the continuity and sustainability of the programme after July 2000.	1	8	4	1		3.64	51
6. My overall evaluation of the workshop is positive.	5	8	1			4.29	60
<b>Overall Rating on Workshop Content:</b>						<b>4.10</b>	
4. During this workshop I discovered that I have <b>little in common</b> with other UAP NGOs.				6	8	1.43	20

## SECTION B: Participants' Comments

	No. of Responses
<b>1. Most Positive Features/Aspects of the Training Received</b>	
• The A-Z group activity which stimulated the thoughts of each person in the group/Group process	2
• “The Way Forward” and the reality of funding,; the challenges of keeping the focus and your NGO alive	1
• Identifying possible areas of collaboration	1
• The opportunity to see how much more I can do to improve the organisation	1
• Activities	2
• Dialogue/Interaction/learning about what others are doing	5
• Working together to keep the programme alive	1
• Working with the less fortunate people [?]/young lives are being changed for the better	2
• Well organised and well presented	1
NONE LISTED .....	3
<b>2. Negative Features</b>	
• All NGOs should have been present.	1
• Time management re morning presentations/some presentations were too long	2
• Not enough depth to content	1
• More though could have been put into ways to facilitate networking among NGO, i.e., an activity involving networking	1
• Lack of opportunity to view, question, deeply evaluate the methods, materials and problem-solving strategies	1
NONE LISTED .....	8
<b>3. Suggested Follow-Up Activity</b>	
• NGOs need to be encouraged to attend these workshops and make them a “must”	1
• Send each NGO a list of the areas that the other NGOs are involved in..	1
• All NGOs making a directory of what we do, so that we can source each other and collaborate activities	3
• Stakeholders’ workshop/Workshop on strategic planning and how to write effective proposals	2
• NGOs to get together/keeping in touch to link our ideas and pool our resources	5
• The summary to be circulated	1
• Information on future USAID programmes	1
<b>4. Other Comments</b>	
• Sandra must be commended for being a firm time manager and leading the process smoothly.	1
• <b>A day well spent</b>	1
• Enjoyed the interaction	1
	(cont’d.)

	No. of Responses
<b>4. Other Comments (<i>cont'd.</i>)</b>	
<ul style="list-style-type: none"> <li>It is desirable that USAID devises a way to continue to fund UAP programmes after July 2000</li> </ul>	1
<ul style="list-style-type: none"> <li>I believe the workshop was well-timed as it allows us to start planning immediately for the future. The programmes should not be allowed to disappear. We should form an alliance of all the NGOs that have benefited.</li> </ul>	1

2-Nov-99  
/bpb